MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2020/2021

DBS5614 – MANAGEMENT

(All sections/Groups)

19 OCTOBER 2020
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 7 pages with 2 sections.

2. Attempt **ALL** questions in Section A and B. The distribution of the marks for each question is given.

3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

SECTION A: Multiple Choice Questions (20 Marks)

1. Mr. Khuzairi notices that the company's top executives share a belief that managers are directly responsible for the organisation's success or failure. This belief reflects a(n)_____view of management.
   A. symbolic
   B. traditional
   C. omniscient
   D. omnipotent

2. Sales of typewriter have declined severely due to the establishment of computers and laptop which forces the manufacturer to seek alternative revenue streams. This represents a change in the _____ component of the external environment.
   A. economic
   B. technology
   C. demographic
   D. sociocultural

3. If the components in an organisation's environment is unpredictable and exhibit high need of change, such an environment is said to be _____.
   A. stable
   B. simple
   C. complex
   D. dynamic

4. Mutiara Holding's manager is very concerned with the effects of outcomes on employees in the organisation. This means that the management emphasises the _____.
   A. stability
   B. aggressiveness
   C. people orientation
   D. innovation and risk taking

5. Which of the following helps Mr.Borhan to understand his company has a strong culture?
   A. Values are limited to the top management.
   B. Most employees are aware of company history.
   C. Shared values and behaviour are not connected.
   D. Contradictory messages about what is important.

6. When citizens requested Avon to stop testing their products on animals, Avon makes several changed and stopped testing on animals. Avon exercised_____.
   A. social obligation
   B. social responsibility
   C. social responsiveness
   D. social screening management

Continued …

Picture 1

7. Picture 1 above is related to the most powerful green environment approach that has high environmental sensitivity. This approach can significantly influence organisations in implementing green business operation as one of the business sustainability strategy. Which of the following is the **MOST** relevant approach?
   A. Legal approach.
   B. Market approach.
   C. Activist approach.
   D. Stakeholder approach.

8. Ms. Zaleha follows the rules strictly as she knows the consequences of not obeying the law/rules. What is Ms. Zaleha's level of moral development?
   A. Principled.
   B. Conventional.
   C. Pre-conventional.
   D. Post-conventional.

9. "I have a bachelor's degree certificate and I can work hard to meet the productivity goals of this organisation!" said Ms. Siti. What can be said about this statement?
   A. She has a high ego strength.
   B. She has a weak ego strength.
   C. She has an internal locus of control.
   D. She has an external locus of control.

Picture 2

10. Picture 2 above relates to an individual who raises ethical issues to others in the company. This action is known as _____.
    A. whistle-blower
    B. the philanthropist
    C. brave entrepreneur
    D. employee-volunteer

Continued …

11. According to the eight steps in the HRM process, which of the following will increase the employee's competency and performance?
    A. Training.
    B. Recruitment.
    C. Career development.
    D. Human resource planning.

12. Mr. Mustarul is giving a speech to all his upper level managers and employees about prohibition of discrimination based on colour, race, gender, religion and national origin in the organisation. Which of the following act refers to his speech?
    A. Civil Right Act, Title VII.
    B. Occupational Safety and Health Act.
    C. Age Discrimination in Employment Act.
    D. Consolidates Omnibus Reconciliation Act.

13. Which one of the following acts prohibit discrimination on the basis of physical or mental disabilities?
    A. Equal Pay Act.
    B. Civil Rights Act, Title VII.
    C. Lily Ledbetter Fair Pay Act.
    D. Vocational Rehabilitation Act.

14. Mr. Zaidi is a Human Resource Manager in Abrar Sdn. Bhd. He is currently locating, identifying and attracting capable applicants. Which of the following is **MOST** related to the situation?
    A. Job analysis.
    B. Decruitment.
    C. Recruitment.
    D. Accessing workforce.

15. Mr. Rosli has been asked to complete a questionnaire about his job duties and the qualifications he believes a candidate for his position should have. Mr. Rosli is participating in a _____.
    A. job review
    B. job analysis
    C. job description
    D. job specification

16. Ms. Fauziana Senduwati is in charge of recruiting at Sedeeeh Holding. She is expected to hire from a source that has a large centralised body of candidates. Which of the following recruiting sources should she consider?
    A. Company Website.
    B. College recruiting.
    C. Employee referrals.
    D. Professional recruiting organisations.

Continued …

17. Which of the following characteristic refers to an interview as a selection tool?
    A. Not a popular method anymore.
    B. Cannot predict job performance.
    C. Almost universally used for managerial position.
    D. Required some physical requirement and aptitude test.

18. Which of the following traditional training method refers to employees who are made to work at different jobs in a particular area in order to get exposure to a variety of tasks?
    A. Job rotation.
    B. Classroom lecturers.
    C. Experiential exercises.
    D. Mentoring and coaching.

19. The _____ method of performance appraisal allows the evaluator to rate employees on an incremental scale.
    A. written essay
    B. critical incident
    C. graphic rating scale
    D. 360-degree

20. Employees should be compensated according to their competencies, rather than their designations. Employees should be financially rewarded when they gain more knowledge and learn new processes that are relevant to the job, even if they are at a lower level. This implies that employees preferred a _____.
    A. fixed pay system
    B. variable pay system
    C. skill-based pay system
    D. profit-based pay system

(Total: 20 marks)

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SECTION B: Structured Questions (80 Marks)

QUESTION 1

Change Management in Coca-Cola Corporation

Coca Cola is a retailer, marketer and manufacturer that offers 500 beverages and non-beverages in 200 countries. Coca Cola requires making changes in its products and business strategies due to uncertainty of internal and external factors such as governmental laws, labour markets, market conditions, economic scenario, the workforce, resources, attitudes of workers and strategy adopted by the organisation. Coca Cola has gone through many changes since it has been in existence. In WORLD WAR II, the company was able to manage its existing position at that time and also entered in many new markets and discovered new niches. The company also provided free drinks to soldiers as a part of their strategy to become a patriotic symbol for the people of the country. This showed that they were carefully planning to respond to external environment change and helped its expansion after the war. On top of that, they responded to such consumer changing behaviours by developing Diet Coke and Coca Cola Zero. The company also committed a marketing blender when a rival company launched a black beverage with comparatively sweet and smooth taste. The company altered its advertising method by targeting various groups of consumers like American, African, Middle Far Eastern and European as well as altered the packaging of its coca cola brand and developed more product lines and broadened them globally. In addition, coca cola is developing juices and various energy drinks targeted to those who are willing to invest on health based products. Coca cola believes that their business results hinge on the dedication of their employees to operational excellence. Hence, Coca Cola is directed towards the intrinsic values and motivations of the employees through integrated communication system and focus on creating brand relationships. Shortly, Coca Cola is considered successfully implement a lot of transformation in their business operation. However, a specific regard to organisational structure, design, culture, management and leadership is required to see whether the change would make a best fit with the organisational goals and objectives.

Adapted Source: UKEssays. (November 2018). A Study of Change Management in Coca Cola.

Answer the following questions based on the article above.

(a) Is it necessary for Coca Cola to make changes in their business? Why? (2 marks)

(b) State **FOUR (4)** external forces and **FOUR (4)** internal forces faced by Coca Cola. (8 marks)

(c) State **TWO (2)** types of product's change that has been done by Coca Cola. (2 marks)

(d) Identify **FIVE (5)** business change strategies that Coca Cola had done. (5 marks)

Continued …

(e) Briefly explain on how Coca Cola improved their employees as a part of their change to increase their business performance. (3 marks)

(Total: 20 marks)

QUESTION 2

(a) Illustrate Maslow's hierarchy of needs diagram in the correct order and briefly explain each level. (10 marks)

(b) Differentiate the **TWO (2)** types of theories introduced by McGregor. (4 marks)

> McClelland's Human Motivation theory states that every person has one of three main driving motivators. These motivators are not inherent but develop through our culture and life experiences.

Statement 1

(c) According to the Statement 1 above, briefly explain McClelland's **THREE (3)** Needs Theory. (6 marks)

(Total: 20 marks)

QUESTION 3

(a) Differentiate between "Leader" and "Leadership". (4 marks)

(b) Briefly discuss any **FIVE (5)** traits associated with leadership. (10 marks)

(c) Imagine that you are invited to give a talk to young entrepreneurs in a business seminar organised by SME Bank. You are given a topic related to leadership. Prepare your text by explaining any **THREE (3)** types of leadership that are important for the participants to know. (6 marks)

(Total: 20 marks)

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QUESTION 4

(a) Briefly explain nonverbal communication and provide **TWO (2)** examples of nonverbal communication. (6 marks)

(b) Illustrate the interpersonal communication process in a graphical form. (9 marks)

(c) State any **FIVE (5)** behaviours of an active listener. (5 marks)

(Total: 20 marks)

End of Paper